



San Francisco Health Network
Laguna Honda Hospital
and Rehabilitation Center

Laguna Honda Hospital Executive Team Report

June 13, 2023



Hiring Updates



Announcing Sandra Simon, Nursing Home Administrator and Chief Executive Officer for Laguna Honda

- We are pleased to announce Sandra Simon as the new leader of Laguna Honda and will start on June 26, 2023.
- Sandra brings over 20 years of successful experience as a Nursing Home Administrator (NHA), leading high-performing skilled nursing facilities.
- A NHA as the most senior position aligns us with top performing skilled nursing facilities nationwide and is part of our path to CMS recertification.
- The first month of Sandra's tenure will focus on learning and listening, including connecting with residents and families, staff facility-wide, union partners, resident advocates, and San Francisco leaders.



Hiring Updates



Active Recruitment for Key Leadership Positions

- These leadership positions will align Laguna Honda with top performing skilled nursing facilities. These include:
 - Director of Nursing Services
 - Medical Director
 - Two Assistant Nursing Home Administrator
 - Executive Director of Facilities, Engineering, Fire Life Safety and Capital Projects
 - Director of Emergency Management and Disaster Preparedness
- For the role of the Director of Nursing Services and Medical Director, we are continuing the recruitment and search processes.
- For the roles of Assistant Nursing Home Administrator and Executive Director of Facilities, Engineering, Fire Life Safety and Capital Projects, we have made conditional offers.



Status Update



The Path to CMS Recertification

- In April 2022, the Centers for Medicare and Medicaid Services (CMS), terminated Laguna Honda's participation in the Medicare and Medicaid Provider Participation Programs.
- Laguna Honda is dedicated to successful recertification in Medicare and Medicaid to continue providing care to our residents and bring long-term stability to our community.
- We continue to work hard to meet all regulatory requirements and make rapid improvements to prepare for recertification.
- This includes long-term operational, institutional, and cultural changes needed to achieve recertification and to ensure the long-term success of the hospital.
- Between the Laguna Honda staff and our expert consultants, we are confident we have the team in place for a successful recertification.



Status Update



Settlement Agreement with CDPH and CMS

- On November 10, 2022, the City and County of San Francisco signed the Settlement and Systems Improvement Agreement with CMS and the California Department of Public Health.
- On May 18th we received the good news that CMS agreed to our request to continue the pause of involuntary resident transfers until September 19, 2023.
- CMS also extended payments for the care of our residents through March 19, 2024.



Path to Recertification



Consistent Care at the Bedside Initiative

- The next step in our path to recertification is the Consistent Care at the Bedside Initiative to support excellent, compliant, and resident-centered bedside care.
- The Initiative involves expert consultants to serve as Consistent Care at the Bedside Monitors (CCBM). The CCBMs are embedded on the units, providing mentorship and just-in-time education and on-the-job training.
- We are optimistic that this interactive, personalized training will help staff receive the support and education needed to best care for our residents and be fully compliant with skilled nursing facility regulations.
- The Initiative builds on the Action Plan to ensure improvements are sustained and translate to excellent bedside care.
- This Initiative will last until at least December 2023.



Path to Recertification



90-Day CMS Monitoring Surveys

- As part of the settlement agreement, CMS will conduct monitoring surveys every 90 days.
- **The third CMS 90-Day Monitoring Survey took place between June 5 and June 9.**
- Laguna Honda staff worked collaboratively with the survey teams and items noted during the survey process were addressed in real time.



Path to Recertification



Action Plan and Updated Path to Recertification

- We have successfully submitted our original Action Plan and completed all 500 milestones.
- We will continue to build on the work of the Action Plan to ensure our improvements are sustained and translate to excellent resident care.
- We will also continue to use the Action Plan model and add additional milestones as needed after future CMS Monitoring Surveys or other regulatory findings.
- **With a successful completion of our Action plan, and a strong performance in our third Monitoring Survey, we will soon be able to apply for recertification.**



Survey Readiness

During 2023, we will host more extensive surveys and we will host surveys more frequently. We will take on new projects to better align our facility with CMS regulations and skilled nursing facility best practices. These projects, which include ongoing Facilities and Capital Projects, will contribute to more successful surveys. Survey readiness includes daily clinical observation rounds and weekly executive staff leadership rounds.



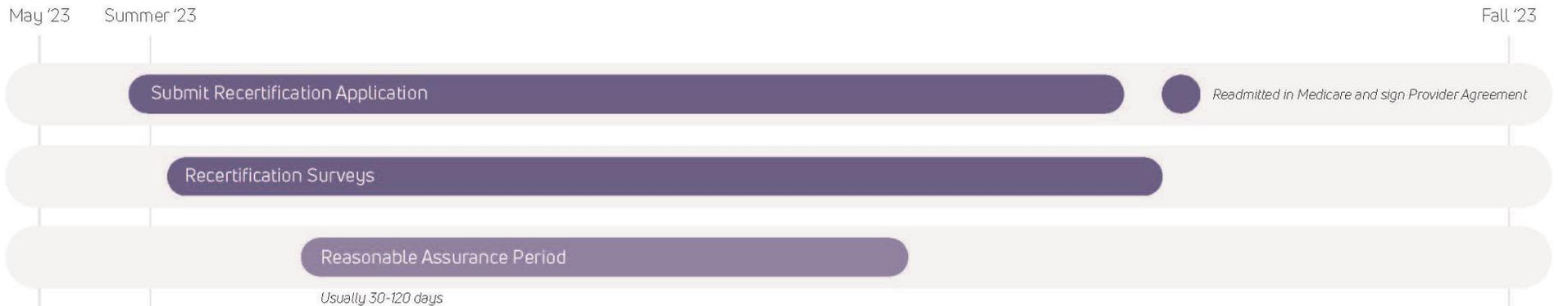
Action Plan

The Action Plan is our blueprint for how we will accomplish recertification and remain successful over the long term. The Action Plan was developed in response to the Root Cause Analysis, prepared by the Quality Improvement Expert. This was required as part of the settlement agreement.



Recertification Process

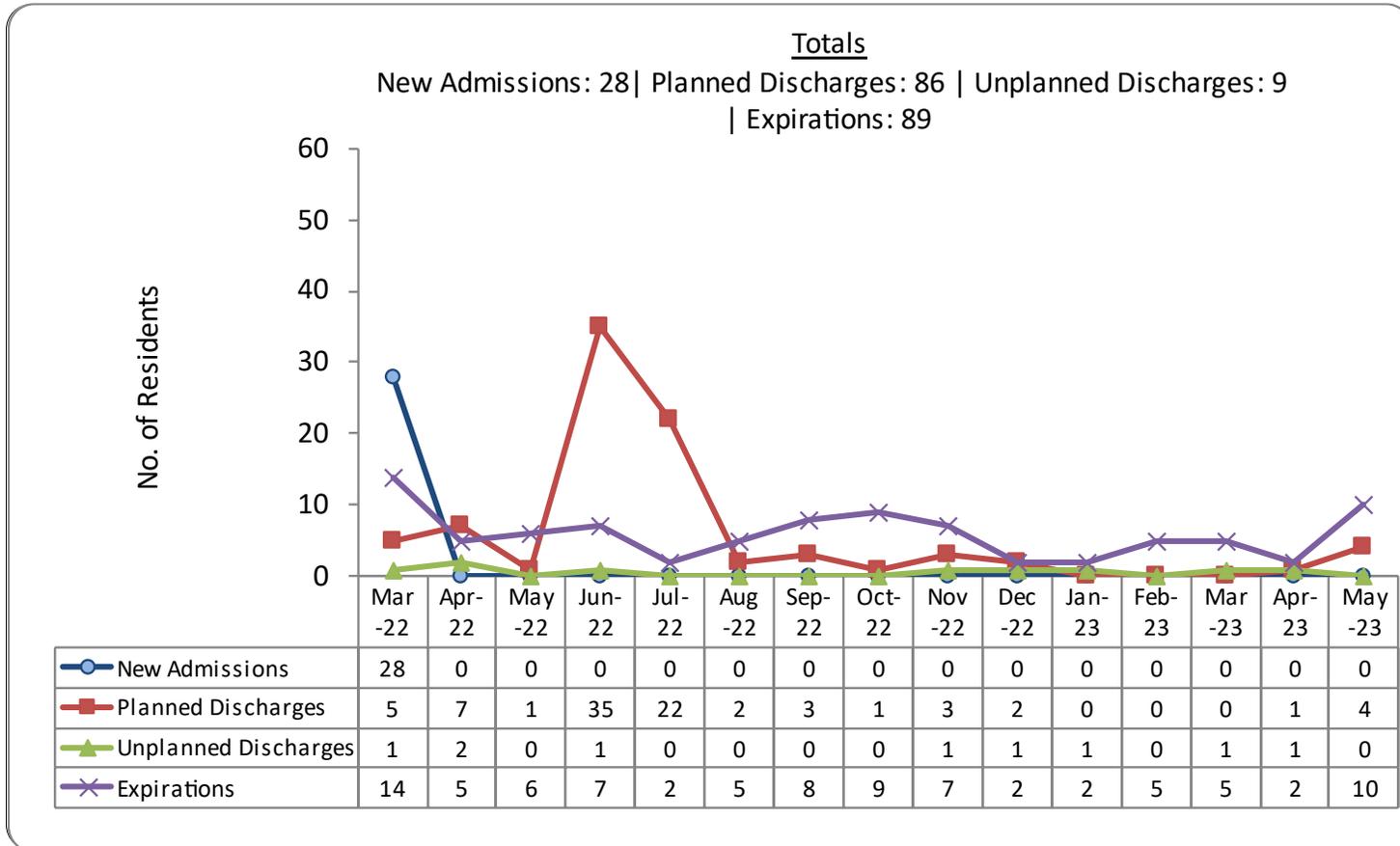
Once we are successful in completing our Action Plan, and have a strong performance in our third Monitoring Survey, we will be in a position to apply for recertification.



State of the Hospital



Admissions*, Discharges, and Expirations



May 2023 average daily census was 524

**New admissions are currently on hold.*





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